



National Association of State Personnel Executives

2005 Survey of the States

HR Metrics

September 2005
National Association of State Personnel Executives
2760 Research Park Dr.
P.O. Box 11910
Lexington, KY 40578-1910

2005 NASPE HR Metrics Survey of the States

1. Introduction

Dear NASPE Members:

As a state human resource management director, I'm sure you're aware of the increasing accountability you must demonstrate to maintain and implement HR programs.

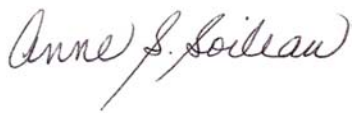
Many of you have told the NASPE Executive Committee that you are interested in identifying reliable measures for public sector HR programs so that you can benchmark with other states and demonstrate the effectiveness of your programs. We greatly appreciate the feedback many of you provided on the pilot survey this summer and to the NASPE HR Metrics Taskforce.

Please take some time to complete this survey by October 7, 2005. The compiled results will be collected, analyzed, and disseminated to NASPE members by early November and will be discussed in more detail at the 2006 Mid-Year Meeting in late January. This booklet contains the questions and instructions for the survey. You are asked to arrive at your answers and jot them in using the booklet and then input them on an online answer sheet at <http://www.surveymonkey.com/s.asp?u=31931301255>. If you are unable to input your answers online, you may forward your responses via fax to NASPE at 859-244-8001.

We appreciate your willingness to complete this survey. The results will help NASPE provide a valuable benefit to its membership.

Should you have any questions about the survey or the HR Metrics effort, please contact NASPE Association Manager Leslie Scott at 859-244-8182 or at lscott@csq.org.

Sincerely,



Anne S. Soileau
NASPE President and
Interim Director, Department of State Civil Service
Louisiana

2. Methodology

This year's survey is comprised of this booklet, which contains the questions, and a web-based answer sheet. This approach allows for more detailed explanations of the questions in an effort to secure better, more consistent responses. The survey has been changed to include the purpose of each metric, guidelines for calculating certain HR measures, and a glossary of terms. Words that are underlined throughout the document are defined in the Glossary. In addition, the web-based answer sheet provides a comment field for each answer. The comment field can be used for qualification or clarification of answers if needed. As an example, you could use the comments field to explain your turnover calculation if it differs from the one described in the metric. The NASPE web site also will contain an "HR Metrics FAQ" (frequently asked questions) section, which will be frequently updated to contain common questions and answers that are raised by participants so that everyone can benefit from clarifications and explanations. Please check the FAQ section at <http://www.naspe.net/index.cfm?PageID=90> to see if your question has already been answered before contacting NASPE.

One of the objectives of this year's survey is to take advantage of information that has already been collected by other sources and not ask states to duplicate that information here. If a reliable data source for an HR measure or component has been located, it has been noted under the specific metric and information regarding the source has been included.

Please read through the entire survey booklet before you begin developing your answers. After you have compiled all of your answers, sign on the web site at <http://www.surveymonkey.com/s.asp?u=31931301255> and enter your answers in the online web form. As mentioned above, feel free to clarify or qualify any answers in the comments section associated with each answer.



Tip: Can't provide an answer to one of the questions? All questions require an entry so enter N/A (not available) if the answer is not available. If you enter "0", the answer will register as a "0" and not N/A.

3. Selection Criteria for Employees and Agencies

One of the primary objectives of this survey is to make “apples to apples” comparisons between state governments. In order to accomplish this, this section defines the types of employees and agencies that should be included in developing your answers (unless otherwise stated in the specific metric).

a. **Branch of Government –**

- Executive Branch only. Exclude all Legislative and Judiciary branch employees and agencies.

b. **Departments and Agencies –**

- Include all Executive Branch Departments and Agencies except for Higher Education and “quasi-state” agencies, which are included as separate categories.

c. **Higher Education**

- All post-secondary education institutions and includes colleges and universities, community colleges, and vocational schools.

d. **Quasi-state agencies**

- Those Executive Branch agencies that have classified and/or unclassified state government employees, but that are typically not considered part of the major executive branch agencies. Examples would be various independent commissions and boards, housing authorities, etc.

e. **Types of Employees –**

- Include all full and part-time classified and unclassified employees in “regular ongoing” positions. **Exclude all temporary employees, board members who are not full-time, WAE (when actually employed) employees, and student employees.**

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f. **Reporting Time Period**

- Point in time figures – questions that refer to figures “as of” always refer to June 30, 2005.
- Fiscal year figures – questions that refer to “during the fiscal year” always refer to personnel actions effective during the fiscal year used by your respective state. For the purposes of this survey, please use the fiscal year that ended nearest to June 30, 2005.

Glossary

Average Age

Total number of employees in a category divided into total age for all employees included in that category.

Average Years of Service

Total number of employees in a category divided into total years of service for all employees included in that category.

Central State HRM Agency

The central state agency with primary responsibility for the state human resources, civil service, or merit system function.

Classified Employees

Persons in the state government who are in the classified civil service with formal (legal) civil service protections covered by the merit system.

Departments and Agencies (Executive Branch)

All executive branch departments and agencies except for higher education and quasi-state agencies.

Executive Branch

All agencies and departments that report to the governor (Executive branch of the government).

Fringe Benefit Costs

Fringe benefit costs include legally mandated payments, retirement and savings plan payments (state's share), insurance and medically related payments (state's share), payments for time not worked, and other benefit payments.

Full-time Equivalent (FTE)

Full-time equivalent employment as defined by the state government. For the purposes of this survey, a full-time employee is counted as 1.00 FTE. An employee who works part-time, for example 50% of the normal work hours for the position would be counted as .50 FTE.

Higher Education

All post-secondary institutions and includes colleges and universities, community colleges, and vocational schools.

Involuntary Separation

A separation of a non-temporary employee where the agency initiates the separation action. This category generally includes instances where an employee is being terminated for cause or resigns in lieu of termination. Layoffs, while involuntary, are not included in this definition and are accounted for in their own category.

Layoff (Laid-off)

A separation of any employee caused by the agency due to budgetary constraints or reorganization.

Quasi-State Agency

Executive branch agency that has classified and/or unclassified state government employees, but is typically not considered part of the major executive branch agencies. Examples are various independent commissions and boards, housing authorities, etc.

Separation (Separated)

A personnel action that reflects that the employee has ended employment with the state service. For the purposes of this survey, separations do not include situations where the employee transfers between departments.

State Service

The total length of time, in years and months, that an employee has been employed in state government.

Temporary Employee

Employees, whose period of appointment has a relatively short-term, predetermined end date (generally less than 5 years). The positions that these employees occupy do not have the expectation of gaining permanent status.

Turnover Rate

The ratio of the number of non-temporary employees that separated from the state service during a given period to the average number of employees (headcount) during the period.

Unclassified (or Non-classified) Employee

Employees in state government whose positions are not in the classified service.

Voluntary Separation

A separation of a non-temporary employee where the employee initiates the action. Examples are where the employee has accepted a job in the private sector, has home responsibilities, or is returning to school. Retirements, while voluntary, are in a separate category and are excluded from voluntary turnover for the purposes of this survey.



Metric 1: Workforce Composition

Purpose: This metric is designed to provide basic information on the makeup of each state's workforce. This metric can be used to compare the various components from state to state. It can also be used in conjunction with population figures from the census bureau to calculate a "state employees to state population" ratio, which provides for state-to-state comparison.

Selection Criteria/Comments: As defined in Section 3.

Metric Components:

- **Employment Totals**
- **Average Tenure**
- **Average Age of the Workforce and New Hires**
- **State Population** (NASPE will use census data for the year 2000, the last complete census – at www.census.gov)

<u>Classified Employees</u> Employees in Regular Ongoing Positions				
Component	Employee headcount as of June 30, 2005	Full-time equivalent (FTE) employees as of June 30, 2005	Average Age as of June 30, 2005	Average years of state service as of June 30, 2005
<u>Departments and Agencies</u> State Employees	213,133	208,222	45.1	22.4
<u>Higher Education</u> Employees	N/A	N/A	N/A	N/A
<u>Quasi-State Agency</u> Employees	N/A	N/A	N/A	N/A

Comments:

(The web answer sheet will provide a comment box for each question.)



Tip : "Departments and Agencies" refers to all executive branch departments and agencies except for higher education and quasi-state agencies.

Unclassified Employees Employees in Regular Ongoing Positions				
Component	Employee headcount as of June 30, 2005	Full-time equivalent (FTE) employees as of June 30, 2005	Average Age as of June 30, 2005	Average years of state service as of June 30, 2005
<u>Departments and Agencies</u> State Employees	31,165	25,921	45.1	N/A
<u>Higher Education</u> Employees	N/A	N/A	N/A	N/A
<u>Quasi-State</u> Agency Employees	N/A	N/A	N/A	N/A

Comments: (The web answer sheet will provide a comment box for each question.)

Average Age of New Hires Employees in Regular Ongoing Positions		
Component	Average age of new hires in the classified service (persons hired between July 1, 2004 and June 30, 2005)	Average age of new hires in the unclassified service (persons hired between July 1, 2004 and June 30, 2005)
<u>Departments and Agencies</u> State Employees	N/A	N/A
<u>Higher Education</u> Employees	N/A	N/A

Comments: (The web answer sheet will provide a comment box for each question.)



Metric 2: Employee Compensation

Purpose: This metric can be used to compare basic employee compensation packages across the states. While cost of living and other factors must be taken into consideration, this metric can be used to compare states to similarly situated states from a basic compensation perspective. While states are not being asked to report specific information on Insurance, Leave, and Retirement data, these important components have been compiled by Workplace Economics (www.workplace-economics.com) and NASPE will use that survey as the source for this data.

Selection Criteria/Comments: As defined in Section 3 except that the average salary computation should be limited to full-time employees.

Metric Components:

- **Average Annual Salary**
- **Insurance** (Source: Workplace Economics State Employee Benefits Survey)
- **Leave** (Source: Workplace Economics State Employee Benefits Survey)
- **Retirement** (Source: Workplace Economics State Employee Benefits Survey)

<u>Departments and Agencies – Classified Employees</u>	
Component	Answer
Average base salary of full-time <u>classified employees</u> as of June 30, 2005	4751.50
Average <u>fringe benefit costs</u> per full-time <u>classified employees</u> as of June 30, 2005	30%

Comments: (The web answer sheet will provide a comment box for each question.)

<u>Departments and Agencies – Unclassified Employees</u>	
Component	Answer
Average base salary of full-time <u>unclassified employees</u> as of June 30, 2005	2953.40
Average <u>fringe benefit costs</u> per full-time <u>unclassified employees</u> as of June 30, 2005	30%

Comments: (The web answer sheet will provide a comment box for each question.)

Higher Education – Classified Employees	
Component	Answer
Average base salary of full-time <u>classified employees</u> as of June 30, 2005.	N/A
Average <u>fringe benefit costs</u> per full-time <u>classified employees</u> as of June 30, 2005.	N/A

Comments: (The web answer sheet will provide a comment box for each question.)

Higher Education – Unclassified Employees	
Component	Answer
Average base salary of full-time <u>unclassified employees</u> as of June 30, 2005.	N/A
Average <u>fringe benefit costs</u> per full-time <u>unclassified employees</u> as of June 30, 2005.	N/A

Comments: (The web answer sheet will provide a comment box for each question.)



Tip: Need to clarify an answer? Don't forget to use the comments section provided on the web answer sheet. These comments are invaluable in analyzing answers across the states.



Metric 3: Retirement Eligibility

Purpose: With the nationwide emphasis on workforce planning, tracking and evaluating potential retirements is a key factor in succession planning. This metric can be used to illustrate the potential large number of vacancies due to retirements facing state governments.

Selection Criteria/Comments: Include retirement eligibility under your state's normal retirement provisions or early retirement provisions that employees generally use. Do not include early retirement provisions that, while available, provide a level of benefit that is seldom used. Please note that the five-year percentage will also include employees eligible to retire in one and three years and the three-year percentage will include employees eligible to retire in one year.

Metric Components:

- **Retirement Eligibility within 1 year**
- **Retirement Eligibility within 3 years**
- **Retirement Eligibility within 5 years**

<u>Departments and Agencies – Classified Employees</u>			
Component	Answer	Answer	Answer
	<i>Within 1 year</i>	<i>Within 3 years</i>	<i>Within 5 years</i>
Percentage of <u>classified employees</u> eligible to retire as of June 30, 2005	N/A	N/A	34.87

Comments: (The web answer sheet will provide a comment box for each question.)

<u>Departments and Agencies – Unclassified Employees</u>			
Component	Answer	Answer	Answer
	<i>Within 1 year</i>	<i>Within 3 years</i>	<i>Within 5 years</i>
Percentage of <u>unclassified employees</u> eligible to retire as of June 30, 2005	N/A	N/A	N/A

Comments: (The web answer sheet will provide a comment box for each question.)

Higher Education – Classified Employees			
Component	Answer	Answer	Answer
	<i>Within 1 year</i>	<i>Within 3 years</i>	<i>Within 5 years</i>
Percentage of <u>classified employees</u> eligible to retire as of June 30, 2005.	N/A	N/A	N/A

Comments: (The web answer sheet will provide a comment box for each question.)

Higher Education – Unclassified Employees			
Component	Answer	Answer	Answer
	<i>Within 1 year</i>	<i>Within 3 years</i>	<i>Within 5 years</i>
Percentage of <u>unclassified employees</u> eligible to retire as of June 30, 2005.	N/A	N/A	N/A

Comments: (The web answer sheet will provide a comment box for each question.)



Metric 4: Employee Turnover and Retention

Purpose: This metric can be used as an indicator of the stability of the organization and may help evaluate the effectiveness of programs including hiring practices, the compensation package, among others.

Selection Criteria/Comments: Include all separations of non-temporary classified and unclassified employees for each of the categories listed in the component section below. Turnover is calculated by comparing each separation category to the average employment headcount for the period. If your state uses a different turnover calculation, please indicate this in the comments section of the answer sheet.

Metric Components:

- **Overall Turnover Rate**
- **Voluntary Turnover Rate (excluding retirement)**
- **Involuntary Turnover Rate (excluding layoffs)**
- **Retirement Rate**
- **Layoff Rate**

Departments and Agencies		Classified	Unclassified
Component	Calculation		
Total <u>turnover</u> rate for <u>employees</u>	Total separations include all separations (<u>voluntary</u> , <u>involuntary</u> , retired, <u>laid off</u>) plus deaths during the period. Turnover is calculated by dividing total separations by the average headcount for the period.	27,380 13.1%	N/A
Percentage of <u>employees</u> that left the state service on a <u>voluntary</u> basis during the fiscal year	Total employees that <u>separated</u> from the state service for <u>voluntary</u> reasons divided by the average headcount.	13,770 6.61%	N/A
Percentage of <u>employees</u> that left the state service on an <u>involuntary</u> basis during the fiscal year	Total employees that <u>separated</u> from the state service for <u>involuntary</u> reasons divided by the average headcount.	7108 3.41%	N/A
Percentage of <u>employees</u> that retired during the fiscal year	Total employees that <u>separated</u> from the state service due to retirement divided by the average headcount.	6454 3.09%	N/A
Percentage of <u>employees</u> that were <u>laid off</u> during the fiscal year	Total employees that <u>separated</u> from the state service due to layoffs divided by average headcount.	48 0.02%	N/A

Comments: (The web answer sheet will provide a comment box for each question.)

Higher Education		Classified	Unclassified
Component	Calculation		
Total <u>turnover</u> rate for <u>employees</u>	Total separations include all separations in (<u>voluntary</u> , <u>involuntary</u> , retired, <u>laid off</u>) plus deaths during the period. Turnover is calculated by dividing total separations by the average headcount for the period.	N/A	N/A
Percentage of <u>employees</u> that left the state service on a <u>voluntary</u> basis during the fiscal year	Total employees that <u>separated</u> from the state service for <u>voluntary</u> reasons divided by the average headcount.	N/A	N/A
Percentage of <u>employees</u> that left the state service on an <u>involuntary</u> basis during the fiscal year	Total employees that <u>separated</u> from the state service for <u>involuntary</u> reasons divided by the average headcount.	N/A	N/A
Percentage of <u>employees</u> that retired during the fiscal year	Total employees that <u>separated</u> from the state service due to retirement divided by the average headcount.	N/A	N/A
Percentage of <u>employees</u> that were <u>laid off</u> during the fiscal year	Total employees that <u>separated</u> from the state service due to layoffs divided by average headcount.	N/A	N/A

Contact Information

Please complete the requested contact information so that those persons reviewing survey data may follow up for further information if necessary.

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